

research of Berry and Taylor “had established a strategic plan for the next 10 years which specified an increase in the international student population,” which means a massive change and the importance of leadership and vision was clear in shaping such change (Berry & Taylor, 2013, p. 592). The rector of one of the public universities in the interview was also “committed to raising the University to become ‘world class’ and, to this end, had embarked upon an active policy of internationalization” (Berry & Taylor, 2013, p. 592).

The important role of universities with regards “to sharing knowledge, offering students an international perspective in order to be more competitive in the job market, and understanding global citizenship” have increased in the world today (Berry & Taylor, 2013, p. 596). The demand that globalization has placed in educational institutions have pushed these institutions to speed up and concretize the process of internationalization. Although the process of IoHE varies from country to country, it is clear that “each university had ‘a responsibility to relate what they do to what happens in the world’ (Berry & Taylor, 2013, p. 592).

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UDC 331.08

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INTERVIEWING IN RUSSIA: UNDERSTANDING CULTURAL CONTEXTS

Abstract. General definition of interview as a research method is not problematic. The problems come with the applications of this type of survey. Any sustainable characteristic of the interviewing possibilities implies a wide range of cultural factors that become visible in the situation of cross-cultural interviewing. This article promotes educative and enlightening mission of such investigative practices in the context of international Master degree program in Ural Federal

University (Russia), perpetrated by students from Mexico. Two cases are briefly compared – one is concerning the entrepreneurship values, the other one is devoted to university social responsibility.

Key words: interview, cultural context, entrepreneurship, university social responsibility, understanding.

УДК 331.08

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ИНТЕРВЬЮИРОВАНИЕ В РОССИИ: ПОНИМАНИЕ КУЛЬТУРНЫХ КОНТЕКСТОВ

Аннотация. Общее определение интервью как метода исследования не проблематично. Проблемы возникают в процессе применения этого метода в исследованиях. Любая надежная характеристика возможностей интервьюирования включает в себя широкий круг культурных факторов, которые становятся видимы в ситуациях кросс-культурного интервьюирования. Эта статья продвигает образовательную и просветительскую миссию подобной исследовательской практики в контексте международной программы магистратуры в Уральском федеральном университете (Россия), выполняемой студентами из Мексики. Кратко сопоставляются два кейса – один затрагивает ценности предпринимательства, другой посвящен социальной ответственности университета.

Ключевые слова: интервью, культурный контекст, предпринимательство, социальная ответственность университета, понимание.

Just to start with: “A somewhat formal discussion between a hirer and an applicant or candidate, typically in person, in which information is exchanged, with the intention of establishing the applicant’s suitability for a position” [2]. (Definition of an interview in Human resource management).

One of the most natural ways of human interaction is verbal communication. However, a lot of non-verbal factors do play sometimes a decisive role via influencing the outcomes of verbal communication. These acting silently cultural semantics transforms the very subject of situations, where interview is being used to clarify just some hypothesis of a social research. In any case, such unexpectedness is inevitable in cross-cultural interviewing. In this article we overview two cases of research, conducted by Mexican students of Master degree program in human resources management here, in Russia. The first research theme touches the matter of entrepreneurship, namely, the cultural motivation for starting up ones’ own enterprise, while the second one is devoted to high-brow academic airs of the university social responsibility in the modern global world. There is no need to dwell on theoretical premises of each one of these adventurous and brave projects, but it is highly useful to overview the empirical grounds of such unprecedented initiatives.

First of all, the very situation was homogeneous from the point of view, that basically the interviewing had been realized in Russian and English; and in cases of interviewing entrepreneurs on the matter of their living stories, some English speaking respondents had been found, while in cases of interviewing high ranking university administrators, the tutor

executed the functions of interpreter. All interviews were audio recorded. The root of this number of interactive situations consisted in some definitely unexpected discoveries, made by Mexican enthusiasts in Russia. Moreover, it had essentially enlarged the already search-like status of this non-formalized interviewing, where only key questions and their sequence were strictly reproduced in all cases, while the respondents were free to dwell on the proposed subject as they could wish.

Let us consider a basic and essential features of communicating in above mentioned type of situations. This form of communication derivative of these interactions is on the rise in the last few decades, the search interview. According to Colin "interview is the action of meet a person, see each other. Involves the appearance of two or more persons in a particular place to try something of interest: a meeting face to face in which questions and answers about some point are generated in common. Talk to know or deepening is the essence of the interview; in this last sense all interviews has a common denominator: manage information, to investigate" [3].

There are different types of interviews, according to the criteria used to classify them. Some of them are the varieties within types, or subdivisions within more general classes of interviews. First of all, according to its contents, interviews divide into human, thematic, research-like, and situational. Secondly, having no chance to escape such essential categorical phenomena as age, gender, and ethnicity, interviews divide into informative, interpretative, and opinion-descriptive. Thirdly, any interview carries the shadow of researcher, so the division of scheduled and unscheduled interviews is also significant. Fourthly, there is no way to evade the number of persons that take part in the communication, so the division of individual and collective interviews is evidently important. Fifthly, the division according to microstructural specifics reflects the difference between face-to-face, phone, and email interviews.

So, considering our Mexican tour in Russia interviews, we should analyze the situation of thematically research-like interviewing with unpredictable infusions of human and situational aspects. All interviews went underway in socially sensitive situations, with the dominant influence of cultural factors, but not excluding age and gender differences between interviewer and interviewee. Initially all interviews had been planned as informative, although they easily turned out to be also interpretative, and sometimes just opinion-descriptive. In fact, all the interviews had been planned as scheduled ones, but the very situation provoked unscheduled matters within before planned event. The number of participants volatized in numbers from two to five, so we must definitely speak about potentially group interviewing, while the questionnaire was individually and personally addressed to the main interviewee in each case. Finally, all interviews were face-to-face interviews.

All the interviews that were made previously were constructed by content criteria for research, so we can say that all of the questions were of open-ended nature, these interviews were directed to obtain profile, values and motives (that was essential in cases of entrepreneurs). Thanks to this tool we could collect the information, as mentioned by Aragon: "The main advantages of the interview over other types of psychological assessment instruments are: the interpersonal relationship established between the interviewee and the interviewer, with value empathy and emotional that entails, and which may then facilitate the process of intervention; the flexibility that the interviewer adapt to the peculiarities of the interviewee, retreating, advancing, deepening on the fly, in accordance with the requirements of the case; the possibility to observe the behavior of the interviewee, the feasibility of obtaining large amounts of information of all kinds, both objective and subjective; and evaluating people who can hardly be examined by other means" [1].

On entrepreneurs (Armando Morales series of interviewing). Taking this into account the series of relatively simple questions that led us to familiarize ourselves with each interviewee so that they feel in confidence to tell us how they were undertaking their business, in these interviews the greatest difficulty was the language barrier, while the majority of the interviewees spoke English some seemed to feel more comfortable in their native language and sometimes there was the need to explain more in detail what was intended to understand or know through the questions, this was possible thanks to my tutor who served as translator in most of these meetings, this facilitated the interviews very much and help to get the communication more easily and finally obtain data and information that we needed.

However, a number of unexpected variations had been appearing during interviewing. For example, such simple and seemingly predictable parameter as the scale of the enterprise on the run turned out into almost incomparable variables – from whole sale fruit vendors to personality oriented startups in the sphere of alternative education for schoolchildren. Nevertheless, this just helped us to underline such factors as values, motives, and personal expectation of the entrepreneurs.

Another marginal parameter appeared to be humor, or hypothetically awaited symmetry of mores in the cultural community of entrepreneurs. Because such humor turned out to be not essential, but definitely playing the role of situational variable; that is, expressing gender, age, and ethnic differentiation of respondents. (One of the interviewees has Azeri roots, while a couple of others are of Jewish origin)

On university administrators (Gerardo Tovar series of interviewing). The particular subject of this research is the University Social Responsibility. It is not a new topic but perhaps unattractive to researchers because there are not many studies in this area, and the existing does not have a good scope or only stay in the blueprint stage without ever being put into practice at universities.

Many companies throughout the world practice the concept of social responsibility. For decades, this concept has undergone a metamorphosis at least in the way it is perceived by the world; it has ceased to be merely a charitable act to become a business philosophy, which besides of doing good for society returns economic benefits to investors.

Considering the above, the universities could not stay behind in the implementation of socially responsible programs and began to do their part. Implement programs of this type can be a simple task for a university of incommensurable dimensions for reasons such as the fact that they enjoy preferential economic subsidy by the government and arouse interest in private investment, also in many cases they do not need to look for information because the information often comes by itself. Another very visible reason to facilitate the implementation of social responsibility in large universities is that these institutions are often pioneers in research programs and therefore are models for universities and educational institutions of less relevance.

This is only to highlight the difficulty that a simple concept like the University Social Responsibility has to face in the process to reach institutions of limited dimensions and resources. This conclusion emerges from research led by Dr. Konstantin Olkhovikov for the Ural Federal University where the interviewing was used as a method to gather information. These interviews also have been applied to rectors and senior officials from neighboring universities aiming to meet and compare social responsibility programs that practice such institutions.

It was decided to use a model-short questionnaire composed by very few open-questions in order to no to limit the participation of the respondent or to have redundancy in the responses.

Interviewers came upon something unexpected difficulty for them to continue the research process. It was not the language difference between the parties what hindering the sessions, it was not the linguistic variations in the information by virtue of passing from mouth to ear, from the interviewed to the interviewer, with the inevitable variation of the translator, it was not even the limited time of the interview sessions. Most alarming is that most of the respondents did not have the slightest idea of what University Social Responsibility means or had a definition that was far from the rightful.

It is quite visible to a person from that managerial level of respondents that the meaning of University Social Responsibility can blend in altruistic and caring actions for society, but is necessary to understand – not only for managers but for all individuals who are part of the university – that Social Responsibility should stop being seen as a mere recipe and start to take into account as a new philosophy of university administration.

Thus, concluding this paper, we wholeheartedly share the judgement of Irving Seidman: “Why interview? Interview because I am interested in other people’s stories” [4]. Cultural contexts are eluding any rational preparatory definition or instrumentalist treatment, because they live in the field of an inquisitive interaction, where the mission of the social research decides.

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UDC 331.08

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HUMAN RESOURCES DEVELOPMENT OF THE TERRITORY: THE DEFINITION AND SPECIFICITY OF THE CONCEPT

Abstract. The article considers the concept of human resources development from the point of view of territory management, reveals the specificity of the development process and determines main directions of social policy within the context of human resources development.

Keywords: human resources, human resources development, human capital, social policy, territory.

УДК 331.08

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